Instructions for doing a Leadership Skills Inventory (LSI) Test

The Leadership Skills Inventory (LSI) was developed by author James C. Hunter to measure individual leadership skills against the principles of authoritative/servant leader. The LSI is a simple tool to administer and can generally be completed in less than 15 minutes.

The LSI consists of twenty-five statements about the participant's authoritative/servant leadership skills along with two open-ended questions. The participant should distribute these LSI to ten or more individuals. This can be their subordinates, superiors, peers, significant others, family members, and friends. These results should be received back anonymously, so that the person filling out the LSI will feel free to be honest about their input back to you. One idea of doing this is having another person collect the LSIs for you. Yet another idea is to have the completed LSIs be placed in your mailbox or an envelope.

In addition to receiving LSIs back from others, the individual should also complete their own LSI.

Once the LSIs are received back, a summary report will be generated for the participant. This report will show their strengths and weaknesses (gaps) to assist the participant in clearly indentifying where he or she can grow.

Once this process is completed it should be followed up six months later, so that changes can be monitored.

There are two ways that this test can be conducted. Since you have to eventually calculate a composite score for each of the 25 questions, it is suggested that you use the EXCEL spreadsheet. In addition, it provides a nice colored coded results page that can be printed.

1. <u>Manually</u>:

    a. Hand out ten or more LSIs (LeadershipSkillsInventory.pdf) to ten or more individuals. This can be subordinates, superiors, peers, significant others, family members, and friends.

    b. Fill out your own LSI (LeadershipSkillsInventorySelf.pdf).

    c. Combine the LSIs from others and your own onto the LeadershipSkillsInventorySummary.pdf form. The composite score is generated by taking the numbers that indicate Strongly Agree (4 points), Agree (3 points), Disagree (2 points), and Strongly Disagree (1 point) multiplied by their point value and then divided by the total number of responses. Take a look at the example below.

    For a particular question, the LSIs came back with 1 strongly agree, 3 agrees, 3 disagrees, and 2 strongly disagrees. Take each of these responses and multiply them by the assigned point value for that response (strongly agree 4 points, agree 3 points, disagree 2 points, and strongly disagree 1 point). See table below:

	# of Reponses	Point Value for Response	Responses x Point Value
Strongly Agree	1	4	4
Agree	3	3	9
Disagree	3	2	6
Strongly Disagree	2	1	2
Totals	9		17

    This yields a total of 17 points. Now all is left is to calculate the composite score and that is take the 17 and divide that by the total number of responses 9. This yields a composite score of 1.9 which from table below would indicate that this is an urgent problem.

    d. If there is any confusion, LeadershipSkillsInventorySummaryExample.pdf will show you what the final report should look like. If there is any other confusion, just e-mail Jeff.Boyne@noaa.gov and he will answer any questions you may have.

2. Leadership Inventory Results EXCEL Spreadsheet:

   a. Hand out ten or more LSIs (LeadershipSkillsInventory.pdf) to ten or more individuals. This can be subordinates, superiors, peers, significant others, family members, and friends.

   When you received all of your LSIs back, you will fill out the summary responses in the yellow areas on the "Feedback from Others" worksheet (yellow tab on the bottom).

   ➢ Enter the total number of LSIs received back in the first yellow box on the top of the worksheet (Cell D1).

   ➢ Enter the total number of responses for strongly agree, agree, disagree, and strongly disagree for each of the 25 questions.

   ➢ Under the two open ended questions, delete the response in the first yellow box and enter your own response. Each box is limited to three lines, so fill in the each successive box with your additional responses to these questions.

   ➢ If there were questions that were not answered about you (i.e. you do not have any subordinates), delete the zeros from each of the strongly agree, agree, disagree, and strongly disagree boxes.

   b. Fill out your own LSI by using the "Self Assessment" worksheet (green tab on the bottom) of the EXCEL Spreadsheet. The yellow areas on this worksheet indicate areas that need to be filled out by you.

   ➢ Fill in your name in the first yellow box (Cell B1) at the top of the page.

   ➢ Fill in your position in the second yellow box (Cell B2)

   ➢ Instead of using an "X" like in the LeadershipSkillsInventorySelf.pdf, you will enter your response for each of the 25 questions by placing a "1" in the appropriate column. If the red box at the bottom equals 25 then all of the questions have been answered.

   ➢ Under the two open ended questions, delete the response in the first yellow box and enter your own response. Each box is limited to three lines, so fill in the each successive box with your additional responses to these questions.

   ➢ If there were questions you can not answer (i.e. you do not have any subordinates), delete the zeros from each of the strongly agree, agree, disagree, and strongly disagree boxes.

   c. In order to get your final results, just click on the "Summary Results" worksheet (purple tab on the bottom). All of the information from the "Feedback from Others" and "Self Assessment" worksheets will show up here. The color codes under the self score column are explained below the table under the "Scoring Key".

   d. In order to get a printed copy of the "Summary Results" worksheet, hold down the left mouse button and highlight columns A through J and rows 1 through 103. Then either enter "Ctrl" and "P" simultaneously on your keyboard, or chose "Print" under "File" at the top of the EXCEL Spreadsheet.

   e. If there is any confusion, each of the worksheets has an example worksheet which will show you what needs to be entered and how it should be entered. If there is any other confusion, just e-mail Jeff.Boyne@noaa.gov and he will answer any questions you may have.